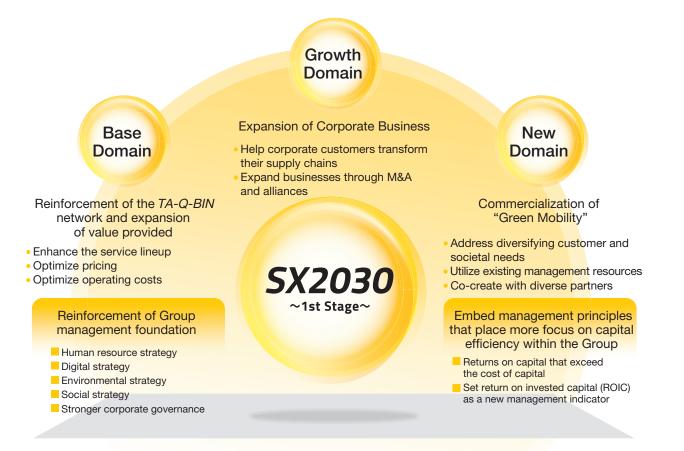
Roadmap to 2030 and Medium-term Management Plan

Positioning of the Medium-Term Management Plan "Sustainability Transformation 2030 (SX2030) ~1st Stage~"

	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3—FY2027/3	FY2028/3—FY2031/3				
	E-commerce expansion, technological advances, increasing geopolitical risk, and worsening climate change									
External Environment	COVID-19 pandemic			During and after pandemic						
	Inflation and rising external costs				2024 Logistics Problem and 2030 Problem					
Management Themes	Evolution from transportation to delivery innovation Provide greater value to supply chains end-to-end delivery innovation				A value-creating company that contributes to the realization of a sustainable future					
	Group management structu	ure reform	Business	structure reforms		Expand business domains Generate results from reforms				
Management Plan	YAMATO NEXT 100 management structure reform plan									
Fidii	One Yamato 2023 medium-term management plan			agement plan	1st Stage (Reinforcement of the TA-Q-BIN network and transformation of our business portfolio during the plan) SX2030 (Sustainability Transformation)					

Main Measures



Selected Financial and Non-Financial Targets

The targets for FY2027/3, which is the final year of the medium-term management plan, are as follows. We are carefully reviewing the plan and its numerical targets in light of factors such as our business performance during FY2025/3, the first year of the plan, plan progress, and changes in the business environment. We are committed to constructive dialogue with shareholders and investors and will disclose updated numerical targets should we decide to revise them.

Category		Item		025/3 Results	FY2027/3 Targets		
Operating Results		Operating Revenue		,762.6 billion	¥2,000–2,400 billion		
		perating Profit	¥1	4.2 billion	¥120–160 billion		
		Profit Attributable to Owners of Parent		7.9 billion	¥80–100 billion		
		perating Profit Margin		0.8%	6% or above		
F#:-:	R	OE .	6.5%		12% or above		
Efficiency	ROIC		1.4%		8% or above		
	Material Issues	Indicators		FY2025/3 Results	FY2027/3 Targets		
	t Energy &	Reduction in GHG emissions ¹ (Compared with FY2021/3)			25% reduction		
Environment				15% reduction	Set Scope 3 emissions reduction targets		
Society	Climate	Percentage of electricity generated via renewable energy sources		55%	70%		
	Labor	Human productivity ²		1.34	Increase labor productivity		
Society		Employee awareness survey ³		Employee-friendly 70% Rewarding 59%	Increase engagement		
Society	Human Rights	Percentage of employees with disabilities ⁴		3.3%	3.1%		
	& Diversity	Percentage of women in management (executives) ³		6.6%	10%		
Governance	Increasing the effectiveness of the Board of Directors / Dialogue with shareholders and investors / Enhancement of disclosure						

- 1. Scope 1 & Scope 2 emissions of consolidated companies in Japan and Swan Co., Ltd.
- 2. (Consolidated operating revenues consolidated subcontracting expenses) consolidated personnel expenses
- 3. Consolidated companies in Japan and Swan Co., Ltd.
 4. Consolidated companies in Japan and Swan Co., Ltd. (excluding companies not subject to reporting on the employment status of people with disabilities)

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